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**Operational activities for development: operational activities for development of the United Nations system**

**Thailand:* draft resolution**

# Quadrennial comprehensive policy review of operational activities for development of the United Nations system

*The General Assembly*,

*Recalling* its resolutions 44/211 of 22 December 1989, 47/199 of 22 December 1992, 50/120 of 20 December 1995, 52/203 of 18 December 1997, 52/12 B of 19 December 1997, 53/192 of 15 December 1998, 56/201 of 21 December 2001, 59/250 of 22 December 2004, 62/208 of 19 December 2007, 64/289 of 2 July 2010 and 67/226 of 21 December 2012,

*Recalling also* its resolutions 68/229 of 20 December 2013, 69/238 of 19 December 2014 and 70/221 of 22 December 2015,

*Reaffirming* the importance of the quadrennial comprehensive policy review of operational activities, through which the General Assembly establishes key system-wide policy orientations and modalities for the development cooperation of the United Nations development system,

*Expressing its resolve* to use this review as the main instrument to better position United Nations operational activities for development to support Member States in the full implementation of the 2030 Agenda for Sustainable Development,[1]

*Recalling* Economic and Social Council resolutions 2013/5 of 12 July 2013, 2014/14 of 14 July 2014, and 2015/15 of 29 June 2015, and the role of the Council in providing coordination and guidance to the United Nations system to ensure that those policy orientations are implemented on a system-wide basis in accordance with the present resolution and General Assembly resolutions 48/162 of 20 December

* On behalf of the States Members of the United Nations that are members of the Group of 77 and China.

[1] Resolution 70/1.

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1993, 50/227 of 24 May 1996, 57/270 B of 23 June 2003, 61/16 of 20 November 2006, 65/285 of 29 June 2011 and 68/1 of 20 September 2013,

*Reaffirming* its resolution 70/1 of 25 September 2015, entitled "Transforming our world: the 2030 Agenda for Sustainable Development", in which it adopted a comprehensive, far-reaching and people-centred set of universal and transformative Sustainable Development Goals and targets, its commitment to working tirelessly for the full implementation of this Agenda by 2030, its recognition that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development, its commitment to achieving sustainable development in its three dimensions — economic, social and environmental — in a balanced and integrated manner, and to building upon the achievements of the Millennium Development Goals and seeking to address their unfinished business,

*Reaffirming also* its resolution 69/313 of 27 July 2015 on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, which is an integral part of the 2030 Agenda for Sustainable Development, supports and complements it, helps to contextualize its means of implementation targets with concrete policies and actions, and reaffirms the strong political commitment to address the challenge of financing and creating an enabling environment at all levels for sustainable development in the spirit of global partnership and solidarity,

*Reaffirming further* its resolution 69/283 of 3 June 2015 on the Sendai Framework for Disaster Risk Reduction 2015-2030 of the Third United Nations World Conference on Disaster Risk Reduction, held in Sendai, Japan, from 14 to 28 March 2015, the Paris Agreement on climate change, adopted at the twenty-first session of the Conference of the Parties of the United Nations Framework Convention on Climate Change, held in Paris from 30 November to 13 December 2015[2] and the New Urban Agenda, adopted at the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito from 17 to 20 October 2016, as well as all other outcomes of the major United Nations conferences and summits in the economic, social, environmental and related fields, and the internationally agreed development goals, including the Sustainable Development Goals, and recognizing the vital role played by these conferences and summits in shaping a broad development vision and in identifying commonly agreed objectives which have contributed to our understanding of, and our actions to overcome, the challenges to improving human life in different parts of the world,

*Recalling* its resolutions 66/288 of 27 July 2012, 67/290 of 9 July 2013, 68/1 and 70/299 of 29 July 2016, and reaffirming that the high-level political forum on sustainable development, consistent with its universal intergovernmental character, shall provide political leadership, guidance and recommendations for sustainable development, follow up and review progress in the implementation of sustainable development commitments, enhance the integration of the three dimensions of sustainable development in a holistic and cross-sectoral manner at all levels and have a focused, dynamic and action-oriented agenda, ensuring the appropriate consideration of new and emerging sustainable development challenges,

[2] FCCC/CP/2015/10/Add.1, decision 1/CP.21, annex.

*Reaffirming* that development is a central goal in itself and that it constitutes the key element and purpose of the overarching framework of the United Nations operational activities for development, while recognizing that development, peace and security and human rights are interlinked and mutually reinforcing,

*Recognizing* that there can be no sustainable development without peace and no peace without sustainable development and that the development work of the entities of the United Nations development system, in accordance with their respective mandates, through their support to the implementation of the 2030 Agenda for Sustainable Development in countries in conflict and post-conflict situations and in countries and peoples under foreign occupation, contributes to sustaining peace, at their request and in accordance with their national ownership, plans and priorities,

*Noting* the Economic and Social Council dialogue on the longer-term positioning of the United Nations development system and its contribution to the quadrennial comprehensive policy review process,

## I. General guidelines

1. *Takes note* of the report of the Secretary-General on the implementation of resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations Development System;[1]

2. *Takes note also* of the relevant reports of the Joint Inspection Unit;

3. *Notes* the advances made in the implementation of its resolution 67/226, and calls upon the United Nations development system to accelerate its implementation, based on lessons learned and taking into account the provisions of the present resolution;

4. *Reaffirms* that the fundamental characteristics of the operational activities for development of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of programme countries in a flexible and tailored manner by prioritizing the strengthening and development of national capacities, and that operational activities for development are carried out for the benefit of programme countries, at the request of those countries, in accordance with their own policies and priorities for development and with full respect for national sovereignty;

5. *Underscores* that there is no "one size fits all" approach to development, and calls upon the United Nations development system to enhance its efforts, in a flexible, timely, coherent and coordinated manner, to pursue full alignment of operational activities for development at the country level with national development plans and strategies in order to strengthen national ownership and leadership over the operational activities of the United Nations development system in programme countries and to respond to national development needs and priorities in accordance with its mandates, under the leadership of national Governments, at all stages of the process, while ensuring the full involvement of all relevant stakeholders at the national level;

[1] A/71/63-E/2016/8.

6. *Recognizes* that the strength of the United Nations development system lies in its legitimacy, at the country level, as a neutral, objective and trusted partner for both programme countries and donor countries;

7. *Stresses* that national Governments have the primary responsibility for their countries' development and for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to effectively integrate such assistance into their development processes;

8. *Reaffirms* the need to strengthen the United Nations with a view to enhancing its coherence and efficiency, as well as its capacity to address effectively, and in accordance with the purposes and principles of the Charter of the United Nations, the full range of development challenges of our time;

9. *Reiterates* the need to provide the United Nations system with adequate and timely resources with a view to enabling it to carry out its mandates in a coherent, effective and efficient manner;

10. *Recognizes* the need for the United Nations development system to continue to adapt and respond to evolving challenges and opportunities for development cooperation;

11. *Reaffirms* the need for the United Nations development system to prioritize national needs and the priorities of developing countries, including through the development and strengthening of national capacities;

12. *Also reaffirms* that each country must take primary responsibility for its own development and that the role of national policies and development strategies cannot be overemphasized in the achievement of sustainable development, and recognizing that national efforts should be complemented by supportive global programmes, measures and policies aimed at expanding the development opportunities of developing countries, while taking into account national conditions and ensuring respect for national ownership, strategies and sovereignty;

13. *Stresses* that national development efforts need to be supported by an enabling international economic environment, including coherent and mutually supporting world trade, monetary and financial systems, and strengthened and enhanced global economic governance;

14. *Calls upon* the entities of the United Nations development system, within their respective mandates, to mainstream the Sustainable Development Goals in their work at all levels, taking into account that the eradication of poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development and should therefore continue to be the highest priority and underlying objective of the system, in particular its operational activities for development;

15. *Recognizes* that the individual United Nations funds, programmes and agencies have specific experience and expertise, derived from and in line with their mandates and strategic plans, and stresses in this regard that improvement of coordination and coherence at the country level should be undertaken in a manner that recognizes the respective mandates and roles and enhances the effective

utilization of resources and the unique expertise of all United Nations funds, programmes and specialized agencies;

16. *Calls upon* the United Nations development system to support developing countries in their efforts to achieve internationally agreed development goals and their development objectives, and requests the system to address the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States, the need for special attention to countries in conflict and post-conflict situations and countries and peoples under foreign occupation, and the specific challenges facing the middle-income countries, as mandated in paragraph 71 of the Addis Ababa Action Agenda[4] and paragraph 65 of the 2030 Agenda for Sustainable Development;[1]

17. *Decides* that the United Nations development system must enhance resources and support the implementation of the Programme of Action for the Least Developed Countries for the Decade 2011-2020[5] and the Political Declaration of the Comprehensive High-level Midterm Review of the Implementation of the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020 of 2016,[6] the SIDS Accelerated Modalities of Action (SAMOA) Pathway[7] and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024,[8] as well as the African Union Agenda 2063 and the programme of the New Partnership for Africa's Development, all of which are integral to the 2030 Agenda for Sustainable Development, and also decides that the entities of the United Nations development system shall integrate and mainstream them fully into their operational activities for development, including in relation to the effective linkages to be made in order to ensure that follow-up and review arrangements for all United Nations conferences and processes align with these programmes of action and instruments;

## II. Contribution of the operational activities for development of the United Nations system

18. *Calls upon* the United Nations development system to enhance its capabilities to respond to the different national realities, capacities and development needs of programme countries, while respecting their national policies and priorities, in a flexible and tailored manner and in alignment with their national development plans and strategies;

19. *Also calls upon* the United Nations development system to adequately prepare itself, within its intergovernmental mandate, to support countries, upon their request, in the implementation, follow-up and review of the 2030 Agenda for Sustainable Development, bearing in mind that the Sustainable Development Goals and targets are integrated and indivisible, global in nature and universally applicable

[4] Resolution 69/313, annex.

[5] *Report of the Fourth United Nations Conference on the Least Developed Countries, Istanbul, Turkey, 9-13 May 2011* (A/CONF.219/7), chap. II.

[6] Resolution 70/294, annex.

[7] Resolution 69/15, annex.

[8] Resolution 69/137, annexes I and II.

taking into account the different national realities, capacities and levels of development and respecting national policies and priorities;

20. *Decides* to mainstream the 2030 Agenda for Sustainable Development, as appropriate, into the work of each fund, programme and specialized agency, while preserving their respective mandates and respecting the intergovernmentally agreed decisions of their governing bodies, and in this regard the United Nations development system shall:

(a) Continue to allocate resources to realize the development objectives of developing countries, so as to ensure that no one is left behind and to reach the furthest behind first, while taking into account the universal and inclusive nature of the 2030 Agenda for Sustainable Development;

(b) Ensure a coherent approach to addressing the interconnections and cross-cutting elements across the Sustainable Development Goals and targets;

(c) Ensure a balanced and integrated approach within the system towards its support to the implementation of all of the Sustainable Development Goals and targets, in accordance with each entity's mandate, including by building capacity and expertise within the system in areas that have not been adequately supported, taking into account the need to avoid duplication and overlap and strengthen the inter-agency approach;

21. *Requests* the Secretary-General to present a report to the Economic and Social Council by the end of April 2017, for its review and recommendations, to be submitted to the General Assembly, for consideration and action at its seventy-second session, containing the following:

(a) An independent system-wide mapping of mandates and existing capacities of the United Nations development system, including its support to States in the implementation of the Sustainable Development Goals and targets, with a view to determining the gaps and limitations in coverage, as well as possible overlaps, and addressing them, in order to ensure that there is adequate support from the system to the implementation of targets, while recognizing that the implementation of the targets at the national level should be guided by the priorities, plans and choices of States;

(b) A system-wide action plan, with timetables, allocation of responsibilities and accountability frameworks and resource framework, in line with the mandate of each entity, to enhance, accelerate and coordinate efforts, assess overall progress and identify the obstacles and challenges of the United Nations development system in supporting the implementation of the Sustainable Development Goals in consultation with Member States;

22. *Calls upon* the United Nations development system, at the request of national Governments, to strengthen its support to the building and development of national capacity, both technical and functional, including by, but not restricted to:

(a) Supporting national development strategies, programmes and policies to promote sustained and inclusive economic growth, social development and environmental protection and to end poverty in all its forms and dimensions;

(b) Providing integrated support for the implementation of, follow-up to and reporting on internationally agreed development goals and development-related frameworks;

(c) Providing integrated, evidence-based policy advice to assist countries in mainstreaming the Sustainable Development Goals into national and local plans, implementing such plans and reporting on national implementation;

(d) Developing country-specific, voluntary and flexible methodologies to identify and put into practice the most relevant interlinkages among the Sustainable Development Goals and targets at the request of national Governments;

(e) Strengthening its support to national institutions in planning, management and evaluation capacities, including statistical capacities, to collect, analyse and increase significantly the availability of high-quality, timely and reliable disaggregated data and address the gap in data collection, and in so doing utilizing these national capacities to the fullest extent possible in the context of United Nations operational activities for development;

(f) Supporting and utilizing, to the fullest extent possible, national public and private systems for support services, as appropriate, including for procurement, especially of locally sourced goods and services, as well as information technology, telecommunications, travel and financial systems, and national professional staff and consultants;

(g) Avoiding new and significantly reducing the number of existing parallel project implementation units in programme countries, as a means of building and strengthening national capacities and reducing transaction costs, including by strengthening inter-agency efforts and building upon different coordination mechanisms;

(h) Strengthening its support to technical and scientific cooperation and to the promotion and transfer of technologies to programme countries on favourable terms, including concessional and preferential terms, facilitating the exchange of knowledge, experience and expertise and access to new and emerging technologies, building and nurturing scientific and technological capacity to participate in the development and adaptation of these technologies to local conditions, and, in this regard, contributing to the work of the Technology Facilitation Mechanism and extending substantial support to the operationalization and smooth functioning of the technology bank for the least developed countries;

23. *Reiterates* that the United Nations development system should mainstream and enhance its support to South-South and triangular cooperation, at the request and with the ownership and leadership of developing countries, through a system-wide approach, taking into account that South-South cooperation is a complement to, rather than a substitute for, North-South cooperation, in line with the Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation;[9]

24. *Reaffirms* the mandate and the central role of the United Nations Office for South-South Cooperation as the focal point for promoting and facilitating South-

[9] Resolution 64/222, annex.

South and triangular cooperation for development on a global and United Nations system-wide basis, and reiterates its request to the Secretary-General, noting that further deliberation by all States on the options presented in his report on measures to further strengthen the United Nations Office for South-South Cooperation[10] will be required before a decision is taken on the idea of separating the Office for South-South Cooperation as operationally autonomous from the United Nations Development Programme, to present, as part of his comprehensive report to the General Assembly at its seventy-second session, in consultation with all States, the Office for South-South Cooperation and the United Nations Development Programme, a comprehensive proposal on concrete ways to enhance the role of and improve the impact of the United Nations Office for South-South Cooperation under the auspices of the United Nations Development Programme, including in the areas of financial, human and budgetary resources, including through the potential appointment of a Special Representative of the Secretary-General on South-South Cooperation, and at the same time recommending specific contributions of the United Nations Development Programme under such a change, with a view to the implementation of the 2030 Agenda for Sustainable Development;

25. *Recalls* paragraph 17 of its resolution 69/239, and reiterates its request to the Administrator of the United Nations Development Programme, as Chair of the United Nations Development Group, to establish a more formalized and strengthened inter-agency mechanism, coordinated by the United Nations Office for South-South Cooperation, with a view to encouraging joint support to South-South and triangular initiatives and sharing information on development activities and results achieved by various organizations through their respective business models in support of South-South and triangular cooperation, calls upon the United Nations development system to designate representational focal points to join the mechanism, and requests the Administrator to give the United Nations Office for South-South Cooperation the opportunity to be represented more regularly in strategic and coordination mechanisms of the United Nations Development Group when matters affecting South-South and triangular cooperation are being discussed, and in this regard welcomes the progress made by the South-South and Triangular Cooperation Task Team of the United Nations Development Group to this effect;

26. *Calls upon* the entities of the United Nations development system, in full compliance with their respective mandates, to enhance cooperation and coordination with humanitarian assistance and peacebuilding efforts at the national level in countries facing humanitarian emergencies, conflict and post-conflict situations and countries and peoples under foreign occupation, in compliance with international law, at their request and with their consent and in accordance with national ownership, plans and priorities, mindful that development-related support to programme countries remains the priority of the system, and in this regard, emphasizes that:

(a) In humanitarian emergencies, there is a need to move beyond short-term interventions towards contributing to longer-term development gains, while underlining that strengthening the links between the development and humanitarian efforts should not result in the diversion of development resources to humanitarian assistance and vice versa, in affected countries;

[10] See SSC/18/3.

(b) In countries in conflict and post-conflict situations, the entities of the United Nations development system by improving coordination and synergy to maximize the impacts, results and effectiveness of their support to the implementation of the 2030 Agenda for Sustainable Development, can contribute to sustaining peace, in accordance with national plans, needs, priorities, at their request, and respecting national ownership, provided that this does not result in the diversion of development resources to peacebuilding efforts;

(c) Further effective measures and actions should be taken, in conformity with international law, to remove the obstacles to the full realization of the right of self-determination of peoples living under colonial and foreign occupation, which continue to adversely affect their economic and social development as well as their environment;

## III. Funding of operational activities for development of the United Nations system

27. *Stresses* the need for adequate quantity and quality of funding to support United Nations operational activities for development, as well as the need to improve funding practices to make funding sufficient and more predictable, flexible, effective and efficient, less earmarked and better aligned with the national priorities and plans of programme countries, including those in the United Nations Development Assistance Framework or other common planning frameworks, as well as with the strategic plans and mandates of United Nations funds, programmes and specialized agencies, in order to enable the United Nations development system to work in a coordinated manner;

28. *Also stresses* that core resources are the bedrock of the United Nations operational activities for development, owing to their untied nature, and in this regard expresses grave concern at the continuing and accelerated decline in the amount of core contributions to the entities of the United Nations development system in recent years;

29. *Notes* that non-core resources represent an important contribution to the overall resource base of United Nations operational activities for development, as a complement to and not a substitute for core resources, and also notes that non-core resources pose their own challenges, by potentially increasing transaction costs, fragmentation, competition and overlap among entities and providing disincentives for pursuing system-wide priorities, strategic positioning and coherence, and may also potentially distort programme priorities regulated by intergovernmental bodies and processes;

30. *Expresses concern* that aggregate net official development assistance has remained at approximately 0.30 per cent since 2013, calls for the fulfilment of all official development assistance commitments, including the commitments by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance to developing countries, as well as the target of at least 0.20 per cent for least developed countries, and calls on those developed countries that have not yet done so to make concrete efforts in this regard in accordance with their commitments;

31. *Notes with concern* that the mandate contained in its resolution 67/226 with respect to the development and operationalization of the concept of "critical

mass" of core resources has not been fulfilled as originally foreseen, and in this regard reiterates the potential positive impact of determining the level of critical mass of core resources for the entities of the United Nations development system;

32. *Reaffirms* the importance of accountability, transparency, efficiency and effectiveness in the funding of the United Nations operational activities for development;

33. *Urges* donor countries to maintain and substantially increase their core contributions to the United Nations development system, in particular its funds, programmes and specialized agencies, and to contribute on a multi-year basis, in a sustained and predictable manner;

34. *Also urges* donor countries providing non-core contributions to make them more flexible and aligned with the national priorities and plans of programme countries and the strategic plans and mandates of United Nations funds, programmes and specialized agencies, as well as to reduce transaction costs and to streamline and harmonize requirements related to reporting, monitoring and evaluation, to assign resources, as much as possible, at the beginning of the annual planning period, while encouraging multi-year duration of implementation of development-related activities, and to give priority to pooled, thematic and joint funding mechanisms applied at the global, regional and country levels and limit earmarking to broader, sector-specific activities in accordance with national priorities;

35. *Urges* the entities of the United Nations development system, through their governing bodies, to take concrete steps to address, on a continuous basis, the decline of core contributions and the growing imbalance between core and non-core resources to ensure an adequate and predictable level of core funding, including by, but not limited to:

(a) Exploring options on how to incentivize donor countries to reverse the decline of their core contributions and for substantially increasing these contributions on a multi-year basis;

(b) Adhering, in the context of each entity's strategic planning and budgetary processes, to the concept of critical mass of core resources, which includes the level of resources adequate to respond to the needs of programme countries in their efforts to implement the 2030 Agenda for Sustainable Development and to produce the results expected in their strategic plans, including administrative, management and programme costs, with a view to a decision being taken on this issue by their respective governing bodies in 2017;

(c) Exploring options to broaden the donor base in order to reduce the reliance of the system on a limited number of donors, with a view to diversifying potential sources of core funding for operational activities for development, in alignment with the core principles of the United Nations development system and with full respect for the national priorities of programme countries;

(d) Ensuring full cost recovery, proportionally, from core and non-core funding sources, and avoiding the use of core or regular resources to subsidize activities financed by non-core or extrabudgetary resources;

36. *Decides* that all earmarked contributions, except those made through cost-sharing agreements, will be assessed at a rate of 10 per cent levied to fund system-wide programming and coherence;

37. *Urges* the United Nations development system to mobilize resources for its operational activities for development to complement core resources by encouraging flexible, adequate, predictable and less earmarked funding, including through well-designed, transparent and accountable funding mechanisms;

38. *Also urges* the United Nations development system to mobilize external funding sources, including by exploring innovative funding approaches and deepening partnerships with international financial institutions, with a view to diversifying potential sources of funding, especially core funding, for operational activities for development, in line with the core principles of the present resolution and with full respect for the national priorities and plans of programme countries;

39. *Expresses its serious concern* at the fact that the share of expenditure for operational activities for development of the United Nations system in the least developed countries is declining, requests the United Nations development system to provide enhanced financial and technical support, including prioritization of these allocations to the least developed countries, while reaffirming that the least developed countries, as the most vulnerable group of countries, need enhanced global support to overcome the structural challenges that they face in implementing the 2030 Agenda for Sustainable Development, and also requests the United Nations development system to provide assistance to graduating countries in the formulation and implementation of their national transition strategies and to consider country-specific support for graduated countries for a fixed period of time and in a predictable manner;

40. *Requests* the entities of the United Nations development system to align their next integrated budgets with the present resolution and, in that context, to continue to organize structured dialogues on how to fund the development results agreed in the strategic planning cycles of their respective entities;

## IV. Strengthening of the intergovernmental governance of operational activities for development of the United Nations system

41. *Stresses* that the United Nations development system must move towards a governance architecture that is transparent, accountable and responsive to Member States, and able to enhance the coordination, coherence, effectiveness and efficiency of the operational activities for development within and among all levels in order to enable system-wide strategic planning, implementation, reporting and evaluation to better support the implementation of the 2030 Agenda for Sustainable Development;

42. *Decides* that the United Nations development system should implement the provisions of paragraph 45 of resolution 70/305, in which the General Assembly stressed the need to ensure equal and fair distribution of senior posts in the system based on gender balance and as wide a geographical basis as possible, and on the principle that the highest standards of efficiency, competence and integrity are the paramount considerations in the recruitment and performance of international civil servants, and that, as a general rule, there should be no monopoly on senior posts in the United Nations system by nationals of any State or group of States;

43. *Calls upon* entities of the United Nations development system to continue efforts to achieve gender balance in appointments within the United Nations system at the central, regional and country levels for positions that affect operational activities for development, including appointments to resident coordinator and other high-level posts, with due regard to the representation of women from programme countries, in particular developing countries, and to regions that are underrepresented, while keeping in mind the principle of equitable geographical representation;

44. *Decides* to enhance the oversight of Member States over the United Nations development system, and in this regard requests the Joint Inspection Unit to present, for consideration by the General Assembly at its seventy-second session, a comprehensive report containing options to improve the governance architecture of the United Nations development system, with a view to:

(a) Strengthening the role and capacity of the Economic and Social Council to coordinate and guide the United Nations development system, including through the revitalization of its operational activities for development segment, so that the Council may better fulfil its mandate;

(b) Defining a clear and accountable leadership modality for the system and improving its transparency, accountability and responsiveness to Member States, including through the development of clear reporting lines to the Economic and Social Council and the General Assembly;

(c) Enhancing the transparency of the activities of the United Nations System Chief Executives Board for Coordination, its High-level Committee on Programmes, High-level Committee on Management and the United Nations Development Group, as well as the accountability of those entities to the Economic and Social Council and the General Assembly, in order to ensure strengthened engagement with and responsiveness to Member States;

(d) Exploring options for the United Nations Development Group to evolve into a United Nations development system-wide mechanism with a structured and fully accountable relationship with the Economic and Social Council and the General Assembly;

(e) Reducing fragmentation and addressing gaps and overlaps within the governance architecture of the system;

(f) Enhancing system-wide coherence, reducing duplications and building synergy across governing bodies of the entities of the United Nations development system, especially with reference to issues with cross-cutting impact, including discussing them in the existing joint meetings;

(g) Ensuring equitable geographical representation in the Executive Boards, paying due regard to regions that are underrepresented, and improving the working methods of the Executive Boards;

(h) Ensuring that the entities of the United Nations development system adopt and abide by clear rules of procedure regarding the dissemination of all documents and draft decisions, thereby allowing adequate time for prior consultation with Member States in their decision-making processes;

(i) Assessing the budgetary, financial and human resources necessary for implementing these provisions;

45. *Also decides* that any resource or policy commitment of all entities of the United Nations development system, including the United Nations Development Group, to non-United Nations processes should be formally decided at the intergovernmental level through relevant governing bodies;

## V. Improving the functioning of the United Nations development system

46. *Affirms* the need to move towards integrated action in response to the integrated and indivisible nature of the 2030 Agenda for Sustainable Development, while stressing the importance of strengthening national ownership and leadership by building on existing efforts to operate as a system within and among countries and at the regional and global levels, as well as enhancing the coordination, coherence, effectiveness and efficiency of operational activities for development, to address the needs and priorities of programme countries and in line with their respective national plans and strategies;

47. *Recognizes* that the presence of the United Nations development system at the country level should be tailored to meet the specific development challenges and needs of programme countries, as required to implement national plans, strategies and programmes in line with the priorities agreed with national authorities to be supported by the system;

48. *Reaffirms* the central role and the importance of the active and full participation of national Governments in the preparation, implementation, monitoring and evaluation of the United Nations Development Assistance Framework or other common planning frameworks in order to enhance ownership and achieve full alignment of operational activities with national priorities, challenges, planning and programming;

49. *Emphasizes* that programme countries should have access to and benefit from the full range of mandates and resources of the United Nations development system, whereby national Governments should determine which resident and non-resident United Nations organizations will best respond to the specific needs and priorities of individual countries, including in the case of non-resident agencies through hosting arrangements with resident organizations, as appropriate;

50. *Requests* the United Nations development system to continue to support the full implementation of the United Nations Development Assistance Framework or other common planning frameworks and to simplify those framework processes in order to reduce the workload of national Governments and other stakeholders, decrease the time necessary for the preparation of relevant documents and ensure alignment with Government planning cycles, thus improving the focus on results, promoting a better division of labour and enhancing the inter-agency approach within the United Nations development system at the country level;

51. *Also requests* the United Nations development system to ensure that reports to the Governments of the respective programme countries on the results achieved by the United Nations country teams as a whole are structured around the United Nations Development Assistance Framework or other common planning frameworks and are linked to national development results, and in this regard

requests the Secretary-General, as part of his regular reporting to the Economic and Social Council, to provide an update on progress achieved;

52. *Further requests* the United Nations development system to further simplify and harmonize agency-specific programming instruments, processes and reporting with the United Nations Development Assistance Framework or other common planning frameworks, and requests the United Nations country teams to present annual comprehensive country-level system-wide reports to national Governments based on the advances, results and impact of their activities, including on the implementation of those frameworks, with data-based evidence;

53. *Acknowledges* that the resident coordinator system, which encompasses all organizations of the United Nations development system dealing with operational activities for development, aims at improving the efficiency and effectiveness of operational activities for development at the country level through the promotion of more strategic support for national plans and priorities, makes operations more efficient and reduces costs for Governments;

54. *Stresses* that the resident coordinator system, while managed by the United Nations Development Programme, is owned by the United Nations development system as a whole and that its functioning should be participatory, collegial and mutually accountable within that system, reaffirms in this context the importance of the implementation of the previous resolutions of the General Assembly regarding the United Nations presence at the country level, and reiterates the central role of the resident coordinators, under the leadership of Governments, in ensuring the coordination of United Nations operational activities for development at the country level, including in the common country assessment and the formulation and implementation of the United Nations Development Assistance Framework or other common planning frameworks, with a view to improving the effectiveness and efficiency of the response of the United Nations development system to the national development needs, priorities and challenges of programme countries, including through appropriate resources and accountability;

55. *Also stresses* the need to ensure a resident coordinator system with the leadership, impartiality, management tools, experience and skill sets in line with its mandates, to better coordinate the United Nations country teams, and to work collaboratively towards the implementation of the United Nations Development Assistance Framework or other common planning frameworks, in order to better respond to national plans and strategies, and, in addition to the provisions contained in General Assembly resolution 67/226, decides to improve the efficiency of the resident coordinator system, and in this regard requests the Secretary-General to:

(a) Improve the channels of communication between the entities of the United Nations country teams and the resident coordinators in order to ensure that the offices of the resident coordinators may better respond to the requirements of national Governments without compromising the prerogative of national Governments to communicate directly with the entities on the ground;

(b) Ensure the impartiality and fairness of the resident coordinators and take all necessary measures for the full implementation of an effective functional firewall between the functions of the United Nations resident coordinators and the United Nations Development Programme resident representatives, as well as the

mutual accountability framework, including through the delegation of operational and fundraising responsibilities for the United Nations Development Programme to the respective second-highest ranking official, as appropriate, and adjusting resident coordinator performance assessments accordingly;

(c) Enhance the dispute resolution mechanism for the resident coordinator system;

(d) Include the Governments of programme countries in the process of presentation, consideration and selection of resident coordinators from the initial phases of the process, ensuring that the important inputs and considerations of the Governments are taken into account in the selection and decision process of each resident coordinator;

(e) Ensure that the profiles of the resident coordinators accord with the development needs and priorities of the programme countries;

(f) Provide appropriate training to potential candidates to prepare them to better serve the development priorities of national Governments, as well as to better coordinate the United Nations country team;

(g) Achieve diversification in the composition of the resident coordinator system in terms of geographical distribution and gender, paying due regard to regions that are underrepresented;

(h) Ensure the participation of all agencies, funds and programmes of the United Nations development system on an equal footing in the process of proposing and nominating candidates for the positions of resident coordinator for the consideration of the United Nations development system and including those candidates in the pool of potential resident coordinator candidates;

(i) Strengthen the capacity of the offices of the resident coordinators, including by avoiding duplication of efforts and maximizing the optimal use of resources, with a view to enhancing the coherence and effectiveness at the country level through improved access of those offices to the expertise available within the United Nations development system to address national needs, priorities and challenges;

(j) Ensure appropriate and predictable funding support for the resident coordinator system;

56. *Requests* in this regard the Secretary-General to prepare a comprehensive proposal on improvements to the resident coordinator system, with a view to operationalizing the provisions above and those contained in General Assembly resolution 67/226, and to present it to the Economic and Social Council by the end of April 2017, for its review and recommendations, and to the Assembly at its seventy-second session for further action;

57. *Requests* the United Nations development system to continue to support all programme countries, regardless of which modality for the delivery of assistance they prefer to adopt, in accordance with their development plans and priorities;

58. *Reaffirms* the "no one size fits all" approach and the principle of the voluntary adoption of "Delivering as one", and requests the United Nations development system to enhance its cooperation for development to maximize the

"Delivering as one" approach in the countries that have chosen it, including through lessons learned and by integrating programmatic and operational functions in order to enhance coherence, effectiveness, efficiency and the impact of country-level efforts;

59. *Also reaffirms* that the successful implementation of the "Delivering as one" approach should not result in a decline in the total financial flows provided to countries that choose that approach, and that any potential savings should be reallocated to programming tasks in the same country;

60. *Calls upon* the United Nations development system to further the synergy and inter-agency efforts to maximize the use of the offices and resources on the ground and to avoid duplications and overlaps;

61. *Also calls upon* the United Nations development system to review and tailor appropriately the role and operational activities of the multi-country offices, with a view to fully supporting national policies, projects and programmes as a priority for countries under their purview, in addition to operating as regional, subregional or country offices with varying degrees of programme and project coverage and, where possible, to limit the number of countries under the coverage of each multi-country office with a view to expanding the number of individual country offices;

62. *Recognizes* the contribution of the regional commissions and of subregional, regional and interregional cooperation in addressing development challenges, requests the United Nations development system to strengthen the regional dimension and ensure complementarities and synergies among regional coordination mechanisms in order to better support the implementation of the 2030 Agenda for Sustainable Development, and calls upon the regional commissions to continue to identify and respond to common regional development priorities;

63. *Calls upon* the United Nations development system to introduce or strengthen knowledge management strategies and policies, with a view to enhancing transparency and improving its capabilities to generate, retain, use and share knowledge within and among the entities of the system and with Member States, moving towards a system-wide open data collaborative approach for a common and accessible knowledge base;

64. *Urges* the United Nations development system to equip staff with updated skill sets that respond to the cross-sectoral, and yet specialized, technical requirements to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, strengthening and repositioning staff capacities, facilitating a mobile global workforce and advancing gender and geographical balance through appropriate incentives, training and other concrete measures that build on the ongoing work;

65. *Underscores* the importance of strengthening a high-quality, independent and impartial system-wide evaluation mechanism of operational activities for development that enhances alignments and interdependence in the overall evaluation architecture of the United Nations development system and of using its findings and recommendations to improve the functioning of the system, and in this regard:

(a) Notes that the Joint Inspection Unit is the only entity within the system with a specific mandate for independent system-wide evaluation;

(b) Calls upon the Joint Inspection Unit to enhance structural arrangements and functional, technical and human resources capacities for evaluating operational activities for development;

(c) Calls upon the Joint Inspection Unit and evaluation offices of the United Nations development system to strengthen their collaboration in strategic planning, monitoring, the conduct of evaluation and evaluation methods, including through, but not limited to, increased training and upgrading of skill in results-based management;

(d) Stresses the need for adequate, predictable and timely funding for the independent system-wide evaluation mechanism;

(e) Looks forward to the assessment, lessons learned and the review of the independent system-wide evaluation policy and to the selection of topics for an independent system-wide evaluation for 2017 to 2020;

## VI. Follow-up and monitoring

66. *Affirms* that the integrated nature of the 2030 Agenda for Sustainable Development requires a United Nations development system that can truly work in a coordinated and coherent manner, while preserving each entity's mandate, role and expertise, and in this regard calls upon the governing bodies of the funds, programmes and specialized agencies to support the system-wide implementation of the 2030 Agenda for Sustainable Development;

67. *Reaffirms* that the governing bodies of the funds, programmes and specialized agencies of the United Nations development system should take appropriate action for the full implementation of the present resolution;

68. *Stresses* the importance of system-wide strategic planning, implementation and reporting to ensure coherent and integrated support for the implementation of the 2030 Agenda for Sustainable Development and other internationally agreed development goals by the United Nations development system, and in this regard requests the funds and programmes and encourages the governing bodies of the specialized agencies to take action to mainstream the 2030 Agenda for Sustainable Development into their strategic planning, implementation and reporting processes, in accordance with their respective mandates and expertise and taking into account the need to build synergies and reduce overlap across the system;

69. *Decides*, as a matter of urgency, pending the findings of the Joint Inspection Unit, as requested in the present resolution, that funds and programmes of the United Nations development system, when preparing their strategic plans and budgets, shall disseminate all documents and draft decisions no less than 30 days before consideration by their respective governing bodies in order to allow adequate time for prior consultation with Member States;

70. *Calls upon* the Joint Inspection Unit to prepare and present to the Economic and Social Council by the end of April 2017, for its review and recommendations, and to the General Assembly at its seventy-second session for further action, a proposal to establish a clear mechanism for system-wide monitoring and reporting on progress in the implementation by the system of the

provisions contained in the present resolution through a framework aligned with the Sustainable Development Goals;

71. *Requests* the Economic and Social Council, through its mandate, to provide coordination and guidance to the United Nations development system, adopt concrete measures and initiatives to assess the overall progress, identify obstacles and challenges in the implementation of the present resolution and propose to the General Assembly recommendations to this effect, on an annual basis, beginning with the 2018 session of the Council, with a view to ensuring full implementation of the provisions of the present resolution;

72. *Requests* in this regard the Secretary-General, on the basis of information provided by entities of the United Nations development system, to submit to the Economic and Social Council, at its substantive sessions of 2017, 2018 and 2019, analytical reports on results achieved and measures and processes implemented in follow-up to the present resolution;

73. *Also requests* the Secretary-General to continue to strengthen the analytical quality of system-wide reporting on funding, performance and programme results for United Nations operational activities for development, including the coverage, timeliness, reliability, quality and comparability of system-wide data, definitions and classifications;

74. *Further requests* the Secretary-General, under the auspices of the Economic and Social Council, in cooperation with United Nations resident coordinators and in an appropriate and cost-effective manner, to conduct a biennial survey directed to Governments on a voluntary basis, on the quality, relevance, effectiveness and efficiency of the support of the United Nations development system for national development priorities and plans and the creation of national capacity and strengthening of ownership in order to provide feedback on the strengths and main challenges encountered in the interaction of Governments with the system, with a view to enabling intergovernmental bodies to address them and enhancing their support at the country level, and requests that the results of such surveys be published and made available to Member States;

75. *Requests* the Secretary-General to submit to the General Assembly at its seventy-fifth session, through the Economic and Social Council, a comprehensive analysis of the implementation of the present resolution, as well as of mandates contained in General Assembly resolution 67/226 and the subsequent follow-up resolutions that remain unfulfilled.